

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Carter Industries

Corporation for Manufacturing Excellence (Manex)

#### Employee Professional Development and Lean Manufacturing Training Benefit Carter Industries

##### Client Profile:

Carter Industries, a subsidiary of Adrian Steel Company, was founded in 1961 and has been building hard working truck bodies for over 40 years. The company has grown to become a leader in the truck body industry and is a leading Chevrolet, GMC and Ford uplifter. Carter Industries is also a factory authorized converter for Ford, Chevrolet, and GMC and a member of Road~Redi®, a nationwide service with access to truck bodies, equipment, and upfitted trucks and vans through a network of Ford and GM bailment pools. Located in Union City, California, the company employs 67 people.

##### Situation:

Striving to continuously improve their high level of customer satisfaction, Carter Industries opened a new eight acre, state-of-the-art, manufacturing facility with over 65,000 square feet that employs a staff approaching 100. With intensified competition, a strong culture of continuous improvement and a growing staff, Carter Industries turned to the Corporation for Manufacturing Excellence (Manex), a NIST MEP network affiliate, to enhance the skills of their diverse workforce.

##### Solution:

Manex teamed with Carter Industries to develop a comprehensive training program, customized to the needs of the organization. The employee professional development program was comprised of a combination of in-depth lectures, classroom instruction, videos and, most importantly, hands-on learning with interactive tasks. Critical aspects included in the program were Lean Manufacturing, Workplace English Language Skills (ESL), welding and the fundamentals of electronics.

Lean Manufacturing -- Comprehensive classroom presentation, on-the-job-coaching and hands-on simulation of a production facility were used to introduce the basic concepts of Lean Manufacturing and demonstrate the tools and methodology necessary to implement Lean on the shop floor. 5S methods and Visual Factory were implemented on the manufacturing floor by the participants to identify areas affecting productivity and implement streamline processes to improve operations.

Workplace English Language Skills (ESL) -- To meet the needs of each learning group, the customized program integrated examples from the work environment as well as learning tools. Lesson plans were prepared along with post-test measures to determine increases in language proficiency. Welding -- Theory and care of welders' equipment was provided with an emphasis on safe practices. Specific areas covered were Arc, TIG, MIG, Flux-core, gas and braze welding, plasma and fuel gas welding and cutting.

Fundamentals of Electronics -- The program encompassed an introduction to DC and AC circuits, electromagnetic devices, electronic components and analog and digital circuits for non-electronics majors. An emphasis was placed on understanding the history, importance and impact of electronics on society.

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### Results:

- \* Provided training for 34 key employees on the manufacturing line.
- \* Defined 5S workplace, organization and goals for success.
- \* Designed 5S checklists and implementation plans.
- \* Designed a robust sustainable audit program.
- \* Implemented visual displays and visual controls to improve safety, efficiency and quality.
- \* Introduced Manex to the company's supply chain.

### Testimonial:

"Manex delivered a comprehensive, flexible Lean training program to 34 of our employees, which has helped us foster a spirit of continuous improvement."

Ron Mitchell, General Manager